EMPLOYEE ATTITUDE IN FINANCIAL COMPENSATION AND TRAINING TOWARD WORK PERFORMANCE AT PT LAVITA INTI, BANDA ACEH

THESIS

By

Furqanul Huda Mukhlis

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for
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President University

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February 2012

THESIS ADVISOR
RECOMMENDATION LETTER

This thesis entitled **"EMPLOYEE ATTITUDE IN FINANCIAL COMPENSATION AND TRAINING TOWARD WORK PERFORMANCE IN PT LAVITA INTI, BANDA ACEH"** prepared and submitted by Furqanul Huda Mukhlis in partial fulfillment of the requirement for the degree of Management in the Faculty of Economics has been reviewed and found to have satisfied the requirements for a thesis fit be examined. I therefore recommend this thesis for Oral Defense

Cikarang, January 2012

Ir. Erny Hutabarat, MBA.

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Cikarang, January 30th, 2012

Acknowledge by,   Recommended by,

Irfan Habsjah, MBA, CMA   **Ir. Erny Hutabarat, MBA**
Head of Management Study Program   Thesis Advisor

PANEL OF EXAMINERS
APPROVAL SHEET

The panel of examiners declare that the thesis entitled **"EMPLOYEE ATTITUDE IN FINANCIAL COMPENSATION AND TRAINING TOWARD WORK PERFORMANCE IN PT LAVITA INTI, BANDA ACEH"** that was submitted by Furqanul Huda Mukhlis majoring in International Business from the faculty of Economics was assessed and approved to have passed the Oral Examination on February 22th , 2012.

T. Manivasugen, MBA
Chair-Panel of Examiners

A.B.M. Witono, MSBA, Ph.D
Examiner

Ir. Erny Hutabarat, MBA
Examiner

DECLARATION OF ORIGINALITY

I declare that this thesis entitled **"EMPOYEE ATTITUDE IN FINANCIAL COMPENSATION AND TRAINING TOWARD WORK PERFORMANCE IN PT LAVITA INTI, BANDA ACEH"** is, to the best of my knowledge and belief, an original piece of work that has not been submitted, either in whole or in part, to another university to obtain a degree.

Furqanul Huda Mukhlis

ABSTRACT

The constraint that occurs in process of improving the employee performance at PT Lavita Inti in Banda Aceh are the compensation applied right now is not adequate in fulfilling their life needs, and lack of training also influencing employee performance which finally result on decreasing of company performance.

The purpose of this research is to analyze the influence of financial compensation and training toward employee performance in PT. Lavita Inti, Banda Aceh. To know are those two variables have significant influence on employee performance.

This research was design using quantitative research, the questionnaire was design and validate,then spread to 50 employees of PT. Lavita Inti Banda Aceh. The data analyze and processed using multiple regression method.

The result of this research shows that all variables that were researched has significant influence to the improvement of employee performance of PT Lavita Inti Banda Aceh, where $F_{count} > F_{table}$ at significance level α = 5 %. Meanwhile, partially financial compensation has more significant influence toward employee performance at PT Lavita Inti.

From the research findings, it is suggested for the company to increase financial compensation to increase employee motivation to work and also right training given to employee will improve employee's skills which resulted on improvement of company performance. For improvement in future research, it is suggested to make long research period to obtain more result that is comprehensive. The future research also can use other factors which affect work performance, with different respondents and methodology.

ACKNOWLEDGMENT

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INTRODUCTION

1.1. Background of the Study

Employee of the company is the most important element in a company or organization, but in other hand, it is a biggest cost component of company must pay. In fact performance of the employee itself sometimes not appropriate with the standard of the company or organization. Leader of the company should think to find out the best solution to face this problem and create a balanced condition between money they pay with performance given by the employees. The company needs to create a good system in managing the employee in order they can give their best performance.

Success or not of a company is determine by its organizational performance, organizational as a whole is consist of performance of the employee's that means the most determinant factor when the company wants to achieve their goals is by maximizing performance of the employee. There are so many factors influencing employee's performance including compensation and training. Both factors are directly influence on their performance. Training is very important for new or experienced employees in a company, training could impact on how fast the new comer or new employee adapts office culture and how should they perform appropriate to company standard. Good company always update their technology in order to maximize output of the company, here training is consider as the way to teach employee how to use the current technology which is more sophisticated than before to avoid miss-use of the machine/technology. Another factor is compensation, according to Mahapatro, B.B (2010) compensation is the outcomes (rewards) employees receive in exchange for their work, or pay is an exchange between the

individual or group and the employer. In the condition of improving economic condition recent years, compensation hold a vital role in maximizing work performance of employee's in a company, the economic situation of our country is still improving, so many opportunities to job candidates to choose which companies or organization give them an equal compensation to their performance.

The way employers or company know whether the compensation and training is good to maximizing their employee's performance is by conducting performance appraisal continuously. Mahapatro, B.B (2010) states that data from performance appraisal can help organization: "(1) Plan for long-term staffing and worker development, (2) Give pay raises or other rewards...". By doing all of those things company hoped employees could improve their performance and fulfill company's goal for benefit in term of financial as well as successive development of the company.

PT Lavita Inti is a growing architect and engineering consultant in Aceh which planned to become a well-known consultant company in Indonesia. PT Lavita Inti is mostly worked for project set by government. However, after tsunami attacked in 2004 many projects of PT Lavita Inti are funding by international organizations. The project includes construction planning in process of reconciliation after tsunami, planning and controlling road and bridge project in Aceh province.

PT Lavita Inti in giving their best services needs a professional employee with outstanding performance, and to keep the business running in a good way, the company should optimize every potential aspect in their company especially their employees. Phenomena that appear in PT Lavita Inti that in employs professional employee they need to give a sufficient compensation to them. This is inversely proportional with compensation applied within the company where they pay their new staff is about Rp. 1.100.000 and senior staffs slightly above minimum wage of regional (*Indonesian: upah minimum regional/UMR*). Based on survey done by the Alliance of Unions and Labor Institution in Aceh eligible lifestyle needs (*Indonesian:*

kebutuhan hidup layak) in Aceh are Rp. 1.531.459 which indicates salary applied in the company is not enough to cover employee needs.

In another side, PT Lavita Inti is Architect and Engineering Consultant where in working using many special tools and equipment that only can operate with skillful staff, and to increase skills of the staff/employee company have to set appropriate training to avoid miss-use of the tools. However PT Lavita Inti is perceived lack of providing training because in Banda Aceh is lack of professional trainers. So, when they are going to provide training to their employees they spent more money to send the employees go to Medan or Jakarta. Hence, the writer interesting to know the influence of financial compensation and training toward employee performance at PT Lavita Inti in Banda Aceh.

1.2. Company Profile

PT Lavita Inti is Architect and Engineers Consultant which located in Jln. T.Chik Ditiro No.18 Peuniti, Banda Aceh capital city of Aceh province. The company was established on December 1981 based on the act of public Notary Hj. Zahara Pohan, SH. The board of directors and commissioners are:

1. President Commissioner : Ir. Suryadi
2. Commissioner : Drs. T. M. Nurlif
3. President Director: Ir. T. Amiruzzahri
4. Director : Natsir Sandriah, ST
5. Director : Ir. Uzir Hanafiah
6. Director : Hamzah Azzumar

Since its establishment PT Lavita Inti operation in consulting service covers many field consultancies as stated below:

a. Geodesy
b. Mining Geology

c. Civil Engineering

d. Urban Design

e. Environment Engineering

f. Architecture

g. Interior Architecture

To give a professional service in every field of project service, PT Lavita Inti created and organize their staffs position which is consist of skilled staff and supporting staff. Here is the organizational structure of the company:
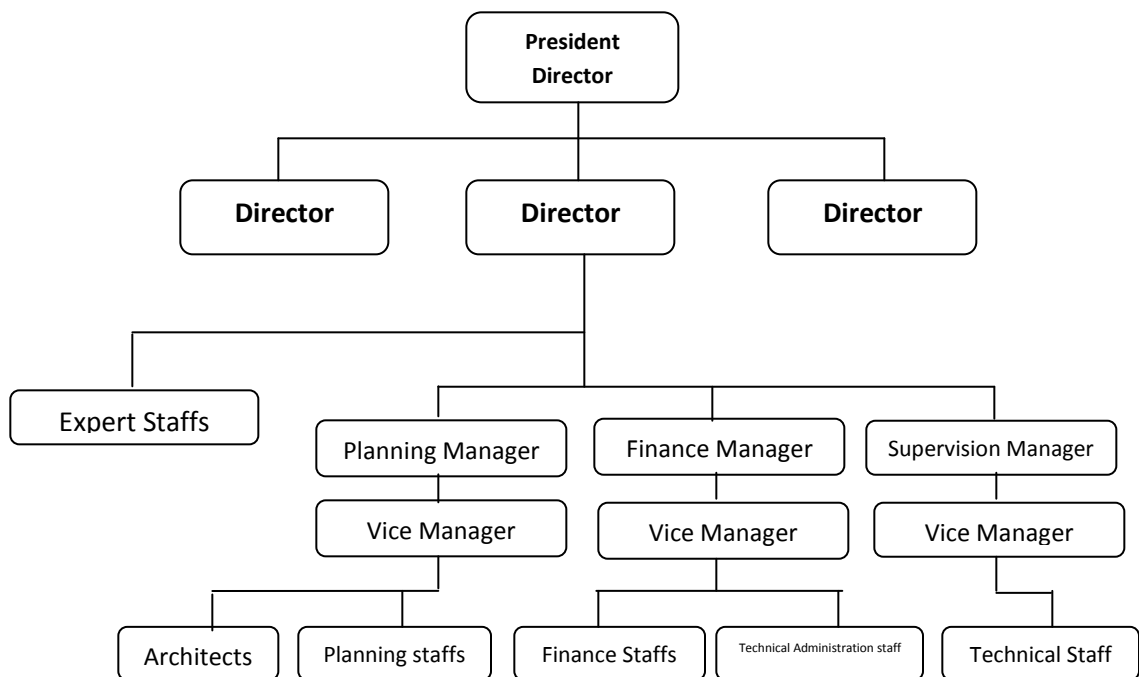
Figure 1.1: Organizational Structure of PT Lavita Inti Banda Aceh

Source: Company Profile PT Lavita Inti

1.3. Problem Identification

Employee's performance is holding the most important role in determining the success of the company. As the expectation of the company is high to their employees, company should consider what factors that could make the performance of their employee's optimum. It is necessary to company to look whether their employees satisfied or not with the financial compensation and training applied right now in the company, because satisfied employee have no reason to give bad performance to the company. PT Lavita Inti is Architecture and Engineering Consultant, in giving their best services needs a professional employee with outstanding performance, and to keep the business running in a good way, the company should optimize every potential aspect in their company especially their employees.

Phenomena happen in Aceh that most of Acehnese are prefer to work in Construction Company and civil servant than to be a consultant. Whereas nowadays Aceh in the period of a big development of the city after tsunami in 2004, where high competent of consultant is needed to make the right plan and control the process of constructing the city. It indicates that there is a problem or dissatisfaction from people to work in Consultant Company in Aceh.

Financial compensation here hold very important role on the wants of employees to give every potential and competency they have to achieve company's target. But, the reality is inversely with the compensation policies applied in this company. Salary given is quite low about Rp 1.100.000 for new employee, where based on research of labor alliance stated that eligible lifestyle needs in Aceh (*Indonesian:kebutuhan hidup layak)* is Rp. 1.531.459 which clearly indicate that salary given by the company cannot fulfill employee needs, so it is difficult to force the employees to work more optimal.

Become a consultant is need special training and certification to increase competency which is does not provided in Aceh. Aceh only provide formal education such as university which believes it is not enough for a consultant. Lack of training given by

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company could influence on level of skills and competency of employees in doing their job. Thus, this research considered to be important and interesting by researcher because want to explore further whether those factors are really influencing work performance of the employees in fulfill their jobs.

1.4. Statement of the Problem

Based on the background of the problems described above then, the thesis is expected to provide understanding of these problem, they are:

1. Is financial compensation influencing work performance at PT Lavita Inti?
2. Is training influencing work performance at PT Lavita Inti?
3. Are financial compensation and training simultaneously influencing work performance at PT Lavita Inti?

1.5. Research Objectives
The purpose of this study is:

1. To know the influence of financial compensation toward work performance at PT Lavita Inti
2. To know the influence of training toward work performance at PT Lavita Inti
3. To know the influence of financial compensation and training toward work performance at PT Lavita Inti

1.6. Significance of the Study
Thesis writing about *employee attitude in financial compensation and training toward work performance at PT Lavita Inti* is expected to have the following benefits:

a. **For Organization**

   The study give an analysis and describe whether financial compensation and training influencing work performance in the company being researched, which can be an input to the company in implementing policies related to employee's performance

b. **For Further Research**

   As a reference for others who will do more research on this topic

c. **For Researcher**

   The study is one of the requirements for the writer to graduate from the university. Even though, it is not the only reason why this study is important. This study challenge the writer to implement theories has been learned since 3-years in the university.

1.7. Theoretical Framework

Theoretical framework underlying in this research is that working performance of the employee is determined by financial compensation and training received by employee to support their performance. Low financial compensation and lack of training will cause dissatisfaction employee against compensation and training applied in the company, which in the end will decrease their performance. Theoretical framework in this study can be seen below:

Independent Variables   **Dependent Variable**

Indicator Variable

X_1

| Salary |
| benefits |
| commision |
| facilities |
| Bonus |
| Holiday allowances |

Financial Compensation

Y

H → Work Performance

(Indicator Variable)

X_2

| Training Content |
| Training method |
| Attitude and Skill of Instructor |
| Time period of training |
| Training facility |

Training

| Quality of work |
| Quantity of work |
| Timeliness |
| Cost effectiveness |
| Interpersonal impact |
| Need for supervision |

Figure 1.2: Theoretical Framework of the Research

Source: Self-construct

This theoretical framework was designed and functioned to answer whether there is influence between compensation variable and training variable as independent variables (x) toward dependent variable (y) which is employee's performance. Based on Simamora, H (2006) stated those indicators used to measure financial compensation are salary, benefits, commission, facilities, bonus, and holiday allowances. For Training indicator used are training content, training method, attitude and skill of instructor, time period of training, training facilities (Rae, 1998 in Sofyandi. H, 2008: 119). And for employee performance (variable Y) have several indicator used to measure those are Quality of work, quantity of work, timeliness, cost effectiveness, need for supervision, and interpersonal impact (Bernardin & Russel, 2003)

1.8. Scope and Limitation of the Study

This research is focused on the topic "Employee Attitude in Financial Compensation and Training toward Work Performance at PT Lavita Inti".

The limitation of this research is only to analyze the influence of financial compensation and training toward work performance at PT Lavita Inti Banda Aceh from employee attitude point of view. Other factors influencing work performance is not going to be observed.

The author limit the variables used in the research because after directly observe at the company, are found that financial compensation and lack of training is the obstacle in maximizing work performance of the employee at the company.

1.9. Hypothesis

In this research, the writer would like to test hypothesis related to factors influencing employee at PT Lavita inti located in Banda Aceh. The hypotheses as follows:

1) H_0: Financial compensation is not influencing work performance at PT Lavita Inti

   Ha: Financial compensation is influencing work performance at PT Lavita Inti

2) H_0: Training is not influencing work performance at PT Lavita Inti

   Ha: Training is influencing work performance at PT Lavita Inti

3) H_0: Financial compensation and Training are not influencing work performance at PT Lavita Inti

   Ha: Financial compensation and Training are not influencing work performance at PT Lavita Inti

1.10. Definition of Term

a. Financial compensation: is a systematic approach to providing monetary value in exchange for work performed.

b. Training: the acquisition of knowledge, skills and competencies as a result of a teaching of vocational or practical skills and knowledge that relate to specific useful competencies

c. Work Performance: is an individual achievement at a certain level where the employees meet the company standard of work.

CHAPTER II
LITERATURE REVIEW

2.1 Compensation

In English "compensation" means something that counterbalances, offsets, or makes up for something else. However, look at the origin of the work in different languages, then get the sense of the richness of the meaning, which combines entitlement, return and reward (Milkovic and Newman, 2008).

Milkovic and Newman (2008) state that the word of compensation refers to all form of financial returns and tangible services and benefits employees receive as part of an employment relationship.

An effective compensation system requires a careful balance between pay and benefits. Pay includes the wages, bonuses, incentives, and profit sharing received by employees. Benefits refer to all non-wage items such as medical insurance, life insurance, vacations, and other employee services. All this is important to develop by human resource department to keep performance of their staff or employees high and avoid employees move to another companies which have better compensation system.

All compensation decision must be made with due consideration on the firm's ability to attract, motivate, and retain a competent workforce. Besides interesting work, compensation and benefits are the most important incentives that companies can offer to employees in exchange for contributing to productivity, and quality.

Compensation is wide terminologies which correlate with financial reward achieved by peoples through employment relationship with an organization. Compensation can be direct, where the money directly given to employees, or indirectly where the

employees achieved the compensation in nonmonetary form. The terminology is compensation as follow (Simamora, H, 2006):

a. *Wages.* Usually associated with hourly salary rate. It particularly used as basis payment for blue collar workers.

b. *Salary.* Generally applicable to weekly, monthly, or yearly payment. It usually used as basis payment for white collar workers.

c. *Incentive.* Is additional compensation beyond salary or wages given by the organization. Incentives usually given as additional payment based on productivity, sales, or profit.

d. *Benefit.* Is a payment or services that protect and complement the salary. Examples of benefits are health and life insurance, pension program, and other benefits associate with employment.

e. *Facility.* It represent amount of substantial from compensation, especially for executive. Example of facility are company car, convenient parking, etc

f. *Bonus.* As a dispensations of activity undertaken as a motivation to increase to potential, the ability and attention to do more than usual.

g. *Commission.* Is wages paid to an employee in accordance with his work he had done.

2.1.1 Objectives of Compensation

The objective of the compensation function is to create a system of rewards that is equitable to the employer and employee alike. The desired outcomes are to attract qualified employees, to retain them, and to motivate them to perform their duties in the most effective manner. Patton in Ivancevich, J & Hoon, L (2002) stated that compensation should be:

1. *Adequate.* Minimal governmental, union, and managerial level should be met.
2. *Equitable.* Each person should be paid fairly, in line with his or her effort, abilities, and training.
3. *Balanced.* Pay, benefits, and other rewards should be providing a reasonable total reward package.
4. *Cost effectiveness.* Pay should not excessive, but take into consideration what the organization can afford to pay.
5. *Secure.* Pay should be enough to help an employee feel secure and aid him or her in satisfying basic needs.
6. *Incentive-providing.* Pay should motivate effective and productive work.
7. *Acceptable to the employee.* The employee should understand the pay system and feel it is a reasonable system for the enterprise and himself or herself.

2.1.2 Factors Influencing Compensation

In determining or implementing an equal pay system to the individual worker based on their performance, these are some factors that influencing the company when making a pay decision. Based on Cherrington (1987) these factors include:

1. Performance: performance differences are clearly the most reasonable and well-accepted justification for paying differential amounts. Most individuals accept the principle that workers who produce more should receive higher pay. This pay-for-performance principle is particularly strong among individuals who accept the work ethic.
2. Experience: a common justification for giving some employees more money is because they have more experience. Years of experience are often related to productivity, and paying for experience is sometimes just another way of paying for performance.
3. Seniority: Pay differentials based on seniority of length of service are found in many compensation systems. It is not uncommon for a wage decision to

reflect the belief that long-term employees should be rewarded for faithful service even though their present performances might not justify pay increases. Several organizations, such as school system and government agencies, have salary schedules that contain step increases within each labor grade. These step increases are based on years of service or seniority. Pay differentials based on seniority often are defended as being legitimate even when no relationships exist between seniority and performance.

4. Potential: occasionally, organizations pay higher than average wages to individuals who demonstrate outstanding potential. Many new employees are paid higher than normal starting salaries if they have the potential for becoming supervisors or high-level managers.

5. Politics and Luck: Individual pay can be affected by politics and luck. The recommendation of influential people can create intense pressures on organizations to promote individuals and to provide pay increases. Pay level also are influenced by being in the right place at the right time. Although being qualified and prepared are important prerequisites for being able to take advantage of opportunities, the fact that the opportunity is presented sometimes results from luck or chance. Political influence and luck should not be considered bona fide determinants of financial compensation, but overlooking them would amount to ignoring reality.

2.1.3. Forms of Compensation

Compensation refers to all form of financial returns and tangible services and benefits employees receive as part of an employment relationship. Based on Ivancevich, J and Hoon, L (2002) compensation are divided into such form those are:

a. Financial Compensation

Financial compensation is either direct or indirect. Direct compensation consists of the pay an employee receives in the form of salaries, incentives, bonuses, or commissions. Indirect financial compensation or benefits, consists of all financial rewards that are not included in direct financial compensation.

b. Nonfinancial compensation

Nonfinancial compensation like praise, self-esteem, and recognition will affect employee's level of motivation, productivity, and satisfaction.

2.2 Training

Training is important activity in all organization, large and small. Regardless of size, every organization needs to have well-trained employees who are prepared to perform their jobs.

Based on Simamora, H (2006) training is a learning process which involves the acquisition of skills, concepts, and rules, or attitude to improve employee performance. Training should enhance the effectiveness of employee, improve employee satisfaction, and prevent obsolescence of employees

According to Ivancevich, J & Hoon, L (2002) training is the process that attempt to provide an employee with information, skills, and an understanding of the organizations and its goals. Then, according to Dessler, G (2008) training means giving new or present employees the skills they need to perform their jobs.

According to Cherrington (1987) Training refers to the acquisition of specific skills and knowledge. Training programs attempt to teach trainees how to perform particular activities or a specific job.

Generally, training are activities designed to provide employees with knowledge and skills needed to perform their jobs and achieve organizations goals. For example, it shows a worker how to operate a machine or a supervisor how to schedule daily production systematically.

Training is very important for new or present employees. There are some specific points are important to know about training:

1. Training is the systematic process of altering the behavior of employees in a direction that will achieve organizations goals. Training is related to present job skills and abilities. It has a current orientation and helps employee's masters specific skills and abilities needed to be successful.
2. A formal training program is an effort by the employer to provide opportunities for the employee to acquire job-related skills, attitudes, and knowledge.
3. Learning is the act by which the individual acquire skills, knowledge, and abilities that result in a relatively permanent change in his or her behavior.
4. Any behavior that has been learned is a skill. Therefore, improvement of skills is what training will accomplish. Motor skills, cognitive skills, and interpersonal skills are targets of training program.

2.2.1 Types of Training

Training is a complex topic to study because there are many different kind of training activities. To understand the role of training, it is important to appreciate the different kinds of training and the purpose of each. The major kinds of training program include (Cherrington, 1987):

1. *Orienting and informing employees.* The purpose of this training is to disseminate information and to provide direction and new knowledge. This

training includes telling new employees about company's benefits program, calling sales representatives together to explain a new product line, or explaining a new organizational structure to the work force.

2. *Skill development.* Many situations call for new skills to be learned. New employees must acquire the skills needed to perform their jobs and experienced employees need to acquire new skills when their jobs are changed or when new equipment is introduced.

3. *Safety training.* This training is designed to prevent accidents and is required by law. Employees should never be allowed to perform any task until they know how to perform them safely.

4. *Professional and technical education.* The purpose of this training is to avoid professional and technical obsolescence. Because of the rapid expansion of new knowledge, professional and technical employees must re-train periodically. This training might involve imparting knowledge that has recently been discovered or it might concern a related field of professional expertise.

5. *Supervisory and managerial training.* Supervisors and managers need training in how to make administrative decisions and how to work with people. This training involves such topics as decision making, communication, problem solving, and motivation.

2.2.2 Benefits of Training

Training plays a large part in determining the effectiveness and efficiency of an organization. These are some of the tangible benefits attributed to training programs:

1. To improve the quality and quantity of productivity

2. To reduce the learning time required for employees to reach acceptable standards of performance

3. To create more favorable attitudes, loyalty, and cooperation

4. To satisfy human resource planning requirements

5. To reduce the number and cost of accidents

6. To help employees in their personal development and advancement

An effective training program is an important aid in career planning and is often viewed as a cure for organizational ills.

2.2.3 Training Techniques

Training techniques can be conveniently categorized as on-the-job and off-the-job techniques. On-the-job technique involves such activities as job instruction training, apprenticeship, and internship where employees learn while actually performing the job. Off-the-job technique involves learning activities that occur away from the actual job setting. On-the-job techniques are used more frequently that off-the-job technique. The greater use of on-the-job techniques probably reflects the fact that such techniques provide training oriented toward short-term production objectives. Off-the-job techniques tend to focus more on long-term development and education rather than short-term training for production.

On-the-job Training

On-the-job techniques is kind of technique used to make the employees learn while they actually performing the job, it involve such activities as *Job Instruction Training, Apprenticeships, Internships.* There are several advantages to on-the-job techniques that probably explain why they are used so frequently.

a. No special space or equipment is usually required for on-the-job training

b. On-the-job training is practical since employees produce and earn while they learn

c. Provides an immediate transfer of training

d. Allows employees to practice what they are expected to do after training ends

e. Allows trainees to associate with their future co-workers and to observe and model the behavior of these co-workers

Off-the-job Training

Off-the-job Training generally focuses more on long-term development and general education than on the skills and information needed to perform a specific job. This kind of training is having different purposes from on-the-job training which focus on short-term development or on producing period. The types of off-the-job training programs may vary such as brief conferences and workshop.

The major disadvantage of off-the-job training programs is that they do not provide immediate transfer of training to real job situations. However, the advantages of this program sometimes compensate for this transfer problem, such as:

- Removing the learner from the actual job situation may facilitate the learning process
- Expensive equipment is not tied up during the learning process
- Errors and waste do not become troublesome problems since trainees are not holding up an actual production process.

Because off-the-job programs focus more on learning and less on production, they provide trainees with an environment that is conducive to concentrating on new ideas and engaging in reflecting thought.

2.3. Performance

Performance is the result of work produced by employees or tangible behavior that is displayed in accordance with its role in the organization. Based on ilyas (2001) defined performance as a result of good appearance of personnel quantity and quality

in an organization. Performance can be a performance by individuals and groups of personnel work. The appearance of the work is not limited to personnel that he occupied the post of functional or structural, but also to the whole range of personnel within the organization.[1]

So, from the definition above can conclude that the achievements obtained by a company or individuals on a certain level where the employee meet or achieve specified job requirement.

To get the employee that has good performance, the performance assessment or appraisal is indispensable, because with the appraisal system the employee can find out what is expected by the company to them. Thus there are the definition of performance appraisal and its purposes.

2.3.1. Performance Appraisal

Virtually all companies have some formal or informal means of appraising their employees' performance. According to Dessler, G (2008) he define performance appraisal as "any procedure that involves (1) setting work standards, (2) assessing the employees' actual performance relative to those standards, and (3) providing feedback to the employee with the aim of motivating him or her to eliminate performance deficiencies or to continue to perform above par".

Performance appraisals are about employee performance and accountability. In a globally competitive world, companies need high performance. At the same time, employee needs feedback on their performance as a guide to future behavior.

Measurement of job performance serves as our criterion measure to determine if employee screening and selection procedures are working. This measurement of performance also important in determining the effectiveness of employee training programs, performance assessment can also serve as a basis for evaluating the

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[1] Suparyanto. (2010). Kinerja. Retrieved December 9, 2011 from http://dr-suparyanto.blogspot.com/2010/10/kinerja-job-performance.html

effectiveness of other organizational programs or changes, such as changes in work design or system, supervisors, or working condition. That is why every company or organization needs to applied the assessment.

Based on Werther, W. & Davis, K. (1996) the purposes of performance appraisal in a company are as follows:

1. *Performance improvement.* Performance feedback allows the employee, the manager, and personnel specialists to intervene with appropriate actions to improve performance.

2. *Compensation adjustments.* Performance evaluations help decision makers determine who should receive pay raises. Many firms grant part or all of their pay increases and bonuses on the basis of merit, which is determined mostly through performance appraisals.

3. *Placement decision.* Promotions, transfers, and demotions are usually based on past or anticipated performance. Often promotions are a reward for the past performance.

4. *Training and development needs.* Poor performance may indicate a need for retraining. Likewise, good performance may indicate untapped potential that should be developed.

5. *Career planning and development.* Performance feedback guides career decisions about specific career paths one should investigate.

6. *Staffing process deficiencies.* Good or bad performance implies strengths or a weakness in the personnel department's staffing procedures.

7. *Informational inaccuracies.* Poor performance may indicate errors in hob analysis information, human resource plans, or other parts of the personnel management information system. Reliance on inaccurate information may have led to inappropriate hiring, training, or counseling decisions.

8. *Job-design errors*. Poor performance may be a symptom of ill-conceived job designs. Appraisals help diagnose these errors.

9. *Equal employment opportunity.* Accurate performance appraisals that actually measure job-related performance ensure that internal placement decisions are not discriminatory.

10. *External challenges.* Sometimes performance is influenced by factors outside the work environment, such as family, financial, health, or other personal matters. If these factors are uncovered through appraisals, the human resource department may be able to provide assistance.

11. *Feedback to human resources.* Good or bad performance throughout the organization indicates how well the human resource function is performing.

2.3.2. Criteria of Performance Measurement

In measuring performance, the most fundamental problem is setting the criteria. The criterion of the job is the most important factor of what people are doing in his work. Individual performance is used in performance appraisal is an embodiment of the work done by the employee, and is usually used as the basis for assessment of an employee or organization.

Based on Bernardin and Russel (2003) there are six criteria to measure performance, those are:

1. *Quality.* Is the level of the degree to which the process or result of work approaching goals expected

2. *Quantity.* Is the amount of work produced by employee

3. *Timeliness.* Is how far the employees could settled their task in the desired time, as well as the time is available for another task or activities.

4. *Cost effectiveness (effectiveness of resources).* Is the use of organization resources (people, financial, technology, material) to be maximize to achieve the highest output or reducing organization loss

5. *Need for supervision.* Is the level of the degree to which a worker can perform a job function without requiring an oversight supervision to prevent any actions that are less desirable

6. *Interpersonal impact.* Is the level of the degree to which employees maintain self-esteem, good name, professionalism, and cooperation among colleagues and subordinates

2.4. Previous Study

Table 2.1

Previous Study

Research	Title	Variable	Result
Wahyu Fajar Dwinanto (2010)	The Influence of Financial and Non Financial Compensation to The Medical Staffs Performance In Kesdam Iskandar Muda Hospital of Banda Aceh	- Financial Compensation (X1) - Non Financial Compensation (X2) - Employee Performance (Y).	Result show that Financial Compensation variable has significantly influence on medical staffs performance as big as 0.339 or 33.9 %
Eulis Yustisia (2008)	Factors Influencing Staff's Performance at The Tax Investigation Office of Kota Banda Aceh	- Working Environment (X1) - Welfare (X2) - Training and Development (X3) - Discipline (X4) - Communication (X5) - Employee Performance (Y)	Result show that Training and Development variable has significantly influence on employee performance as big as 0.146 or 14.6 %

CHAPTER III

RESEARCH METHODOLOGY

3.1. Research Method

The methodology used in this research is quantitative research method. It is used to know or analyze employee attitude in financial compensation and training toward work performance. The following definition of quantitative research method, taken from Aliaga and Gunderson (2002) as cited in Muijs (2004) stated that Quantitative research method is explaining phenomena by collecting numerical data that are analyzed using mathematically based method. Since this is a quantitative research, the data will be calculated using computer software (SPSS) and of course the conclusion will be in number. This research conducted with this method because this method is suitable with the data and the outcome of the calculation very objective to be analyzed.

3.2. Time and Place of Research

The research of this study was conducted by spreading questionnaire in PT Lavita Inti office in Banda Aceh. The questionnaire was distributed to the employees PT Lavita Inti during spare-time. The research was conducted on Thursday, November 17, 2011 and it takes 2 days to spread and collect the data

3.3. Research Instrument

For the purpose of data collection, the writer use research instrument that commonly used in quantitative research method. Regarding the instrument the writer use questionnaire, where the questionnaire is constructed based on literature review.

3.3.1 Questionnaire

The writer will use questionnaire to collect data in this research. According to Richardson, et al (2005), questionnaire is a survey instrument that gathers the required information for further investigation. A questionnaire consists of a set of questions to be presented to the respondents. The reason of choosing questionnaire is faster and cheaper to collect the data. The researcher can also complete the survey in the targeted time as well as in the lowest cost.

The questionnaire of this study will contain four main parts. The first part is about respondent identity, the second part is containing question regarding to compensation. The third part is about training. And the last part is questions regarding work performance.

3.3.2. Question Form

The dependent variable is employee performance which in this study the writer are going to explore the influence from independent variable which are financial compensation and training in the company (PT Lavita Inti). The questionnaire consist of four part, The part A is about respondent identity (gender, age, marital status, education, range of their income), part B is contains questions about financial compensation which is consist of 6 questions. Part C is the questions regarding to training which is consist of 5 questions. And the last part is the questions regarding Work Performance at PT Lavita Inti which is consist of 6 questions.

3.3.3. Instrument Distribution

This research use self-administered questionnaires, which means the questionnaires delivered to the respondents personally and by the time respondents' finish answering the questions, the questionnaires will be submitted to the researcher. Researcher chose self-administered questionnaires because of some reasons:

1. Researcher can explain more detail each questions so that it can prevent misunderstanding.
2. To reduce sampling error as a result of unreturned questionnaires.

The researcher will wait for the respondents while they fill the questionnaire in order to give them explanation if they do not understand clearly the questions in the questionnaire.

3.4. Scaling

This study will be using Likert Scales. A Likert scale is the most frequently used variation of the summated rating scale. Summated rating scales consist of statements that express either a favorable or an unfavorable attitude toward the object of interest (Cooper and Schindler, 2008). The respondent is asked to agree or disagree with each statement. Each response is given a numerical score to reflect its degree of attitudinal favorableness, and the scores may be summed to measure the respondent's overall attitude.

There are five points scale will be used for each questions. The respondents could answer the form of "strongly agree – agree – neither agree nor disagree – disagree – strongly disagree", with 1 is the least favorable and 5 is the most favorable. Response categories are used form several items intended to measure a given variable; each item can be score in a standard way. To compute the gathered data, each answer in the questionnaire was given score using the scales as table 3.1.

Table 3.1

Likert Scales

Statement	Assigned Score
Strongly Agree	5
Agree	4
Neither Agree nor Disagree	3
Disagree	2
Strongly Disagree	1

Source: Cooper and Schindler (2008)

3.5. Sampling Design

Richardson, et al (2005) defined sample is a subset of the population being studied. In order to generalize from a sample to a population, the sample must be representative which usually means that it is randomly selected. It is the basic requirement to make sure that result of research is basically accurate. The sampling technique used was random sampling procedure which is a sample selection process in which all members of the population has an equal opportunity to be selected. *Simple Random Sampling* is the purest form of probability sampling. Since all probability samples must provide a known nonzero probability of selection for each population element, the simple random sample is considered a special case in which each population element has a known and equal chance of selection (Cooper and Schindler, 2008)

3.5.1. Size of the Population

According to Cooper and Schindler (2008), "population is the total collection of elements about which we wish to make some inferences". Measuring the population is important before start collecting the data because to determine the sample, population determine first. Target population of this study is all employees of PT Lavita Inti, whether permanent or contract employee which is consists of 52 employees.

3.5.2. Sample Size

The population is this study is staff level employee in PT Lavita Inti located in Banda Aceh, which are 52 employees. Sampling is a process of taking a number of elements from a population as the representative of the population. The writer may compute minimum number of sample taken using Slovin's Formula as follow:

$$n = \frac{N}{1 + (Ne^2)}$$

Slovin's Formula

Where:

n = Sample size

N   = Population size

e = Margin of error

In this research, the researcher will use 10% margin of error (e). The result of computation will show the sample size and the researcher will round it up to a certain number of respondents to conduct the survey. In this case, the researcher will use **0.05** level of significance or **95** degree of freedom. This level of significance is common used for social study.

The computations are:

$$n = \frac{N}{1 + (Ne^2)}$$

$= 52/ 1 + (52 \text{ x } (0,1)^2)$

$= 34,21 \approx 34$ respondent (after round up)

After computation total minimum sample are going to use in this research are 34, to avoid invalid of the data, the writer is taking 50 employees of the population to be measured.

3.6. Validity and Reliability

3.6.1. Validity

Tools used to collect primary data in this research is using questionnaire. Therefore, to measure reliable or not the questionnaire, it have to be analyze using validity and reliability testing. Valid instrument means measurement tools used to collect data is valid either. Validity testing of the question used to collect data in this study is done statistically; with the help of SPSS the measurement is using *Pearson product-moment coefficient of correlation*. The formula as follow:

$$r_{i(x-i)} = \frac{r_{ix}S_x - S_i}{\sqrt{\left[S_x^2 + S_i^2 - 2r_{ix}S_iS_x\right]}}$$

where r_{ix} is a correlation product moment :

$$r_{ix_1} = \frac{n\Sigma ix - \Sigma i\Sigma x}{\sqrt{(n\Sigma i^2 - (\Sigma i)^2)(n\Sigma x^2 - (\Sigma x)^2)}}$$

r_{ix} : correlation between overall question instruments

S_i^2 : Variance answers of respondents to the instruments to the i

S_x^2 : Variance answers of respondents overall instrument

$\sum X$: the number of answers of respondents for the whole instrument

$\sum i$: the number of answers of the respondents to the i instruments

$\sum X^2$: number of answers of respondents for the whole instrument squared.

$\sum i^2$: The number of answers of the respondents to the i instruments squared

The basic of decision making:

     a. If r Positive, and $r \geq r_{tabel}$ the item of the questionnaire is valid
     b. If r negative, and $r < r_{tabel}$ the item of questionnaire is unvalid

3.6.2. Reliability

Whereas reliable instrument are instrument when used several times to measure the same object will result in the same data. Researchers conduct reliability tests to prove whether the variables used in this study are reliable or not. Test reliability in this study is use Cronbach's alpha method. The instrument is said reliable is the value is equal or greater than 0.8(Sarwono. J, 2006). The formula is stated below:

$$\alpha = \left[\frac{k}{k-1} \right] \left[1 - \frac{\sum S_i^{\,2}}{S_x^{\,2}} \right]$$

Where:

K   : the number of instruments in question

$\sum S_i^2$: the amount of variance from each instrument

S_X^2 : Variance of the whole instrument

3.7. Hypothesis Testing and Method of Processing Data

3.7.1. Data Analysis

In analyzing the data, the authors define three variables, namely:

1. Compensation as independent variables with the notation X_1
2. Training as independent variables with the notation X_2
3. Work performance is set as the dependent variable with the notation Y

Each data X_1, X_2 and Y are given a ranking according to the score obtained, the smallest amount given rank 1, the second smallest are ranked 2, and so on. Where scores are measured based on the measurement of Likert Scale variables X and Y are measured in ordinal scale, with details as follows:

The research result that writer get from questionnaire in form of score/grade then processed using computer software for statistic that is SPSS. Measuring tools that writer used is Multiple Regression method. Mathematically the formulation for multiple regressions is as follow:

$$Y = \beta o + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where:

Y   = Work Performance

βo = a constant, the value of Y when all X values are zero

β_1-β_2 = Coefficient

X_1 = Compensation

X_2 = Training

ε = Model error

To know the influence of compensation and training toward employee performance, the researcher some measurement tools for correlation.

1. F-test (simultaneously)

    F test are doing simultaneously to see the influence of independent variables toward dependent variable. It is used measure significance or not the influence all the independent variables on dependent variable. H_0 accepted if $F_{count} < F_{table}$ at $\alpha = 5\%$ significance level and vice versa if H_a accepted if $F_{count} > F_{table}$ at $\alpha = 5\%$ significance level, or if the significance level of $F < 0,05$ that shows that independent variable simultaneously have a significance influence toward dependent variable.

2. T-test (partial)

    T-test is used to see the influence of independent variables partially toward dependent variable. This t-test is used to know significance level each independent variable toward dependent variable. If the significance level is 5% so partially each variables has meaningful influence if $t_{count} > t_{table}$ or significance value $T < 0,05$.

3. Classic assumption test

    Multiple regressions can be called as a good models/method if the model was met some assumption then called classic assumption. Classical assumptions required testing to find out if results of the regression estimation is done completely free of any symptoms of multicollinearity, and heteroscedasticity. Regression Model will be able to be an unbiased measurement tool if you have met the requirements of the BLUE (best linear unbiased cost estimator) that there was no heteroscedasticity, no multicollinearity.

    Assumption that are used in this study are:

    a. Normality test

        Normality test is used to determine whether the data distribute normally or not. The normality of data distribution in this study can be seen from residual value in the regression model. If residual value are

normal distributed, so the value from data will be spreading near to straight line.

b. Multicollinearity test

Multicollinearity is the existence of a strong relationship between independent variables in the regression equation. The existence of multicollinearity will result in uncertainty estimation, thus directing conclusion to receive null hypothesis. Multicollinearity can be detected using the value of *variance inflation factor (VIF)* and *tolerance.* The model is said free from multicollinearity if the value of VIF below 10 and tolerance above 0,1 (Widarjono, A., 2010).

c. Heteroscedasticity test

Heteroscedasticity assumption is an assumption in regression where residual variance is different for one observation to another observation (Santosa, P & Ashari, 2005). Heteroscedasticity test is done by viewing graph plot between value of dependent variable (SRESID) and residual (ZPRED), where heteroscedasticity can be seen by the presence of specific pattern on the graph.

3.7.2. Hypothesis Testing

To test the hypothesis so the writer formulate the hypothesis as follows:

H_0: β_1, $\beta_2 = 0$, or there is no influence between independent variables (x) with employee performance at PT Lavita Inti in Banda Aceh

H_0 accepted if $F_{count} < F_{table}$ at $\alpha = 5\%$ significance level, in other word financial compensation and training is not significantly influence toward work performance at PT Lavita Inti in Banda Aceh.

H_a : β_1, $\beta_2 \neq 0$, or there is an influence between independent variable (x) with performance level of the employee PT Lavita Inti in Banda Aceh.

H_a accepted if $F_{count} > F_{table}$ at $\alpha = 5$ % significance level, in other word financial compensation and training is significantly influence toward work performance at PT Lavita Inti in Banda Aceh.

CHAPTER IV

ANALYSIS OF DATA AND

INTERPRETATION OF RESULTS

4.1. Respondent Characteristic

In this study the writer distribute 50 copies questionnaire to the employees of PT Lavita Inti in Banda Aceh. The questionnaire consists of four parts. Part A contains the characteristic of respondents who filled out the questionnaire, Part B contains the statements of respondents about financial compensation (x1), and Part C contains the statements of respondents about training (x2) at PT Lavita Inti, while part D contains the statements of respondents about the work performance on PT Lavita Inti.

To gain insight about the characteristic of employees who were respondent in this study, the writer classify the characteristic of respondent by gender, age, marital status, education level, and income per-month.

The writer obtained data concerning the respondent's characteristic at PT Lavita Inti in Banda Aceh as follows:

Table 4.1

Grouping Respondent by Gender

Gender

		Frequency	Percent	Valid Percent	Cumulativ e Percent
Valid	Male	39	78.0	78.0	78.0
	Female	11	22.0	22.0	100.0
	Total	50	100.0	100.0	

Source: Primary data

Based on the above table it can be concluded that the total respondent, both men and women are 50 peoples. Female respondents were 11 peoples (22%) and male 39 peoples (78%). Number of male respondents are more than female respondents, this occurs because this companies require employee who are able to work physically such as working on the project field, and most of the female employee are working inside the office as administrator and others.

Table 4.2

Grouping Respondent by Age

Usia

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<20 tahun	8	16,0	16,0	16,0
	20-29 tahun	18	36,0	36,0	52,0
	30-39 tahun	9	18,0	18,0	70,0
	40-49	13	26,0	26,0	96,0
	>50	2	4,0	4,0	100,0
	Total	50	100,0	100,0	

Source : Primary data

Based on table 4.2 above can be seen that most respondents are at 20-29 years old group as much as 18 (36%) peoples, age 40-49 years old as many as 13 people or 26 %, age 30-39 years as many as 9 peoples or 18 % of the respondents, age <20 years as many as 8 people or 16% or the respondents, and the rest 2 people or 4 % of respondent is from > 50 years old.

Table 4.3

Grouping Respondent by Marital Status

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	married	21	42.0	42.0	42.0
	single	29	58.0	58.0	100.0
	Total	50	100.0	100.0	

Source: Primary data

Based on table 4.3 above can be seen that most respondents who are single more than married respondent. Single respondent are 29 peoples or 58 % from the entire respondent, and 21 peoples or 42 % of respondents are married.

Table 4.4

Grouping Respondent by Level of Education

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SLTP	1	2.0	2.0	2.0
	SMA	10	20.0	20.0	22.0
	diploma	13	26.0	26.0	48.0
	bachelor(s1)	17	34.0	34.0	82.0
	graduate	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

Source: Primary data

Based on table 4.4 can be seen that most of the respondent as many as 17 peoples or 34% are bachelor, then 13 peoples or 26 % are diploma, 10 peoples or 20 % of the respondent are from senior high school (SMA), 9 people or 18 % of respondents are graduate or master degree, most of director and manager are educated until master degree. And then 1 people or only 2 % of respondent are from SLTP.

Table 4.5

Grouping Respondent by Income

Income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< Rp 1.500.000	19	38.0	38.0	38.0
	Rp 1.500.000 - 2.499.000	9	18.0	18.0	56.0
	Rp 2.500.000 - 3.499.000	17	34.0	34.0	90.0
	Rp 3.500.000 - 4.499.000	4	8.0	8.0	98.0
	>Rp 4.500.000	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

Source: Primary data

Based on attached table above, can be seen that level of income in PT Lavita Inti most of respondent or as many as 19 peoples or 38 % have monthly income below (<) Rp.1.500.000, most of new staff in this company are achieve salary on this range. then 17 peoples (34%) manager, vice manager and expert staffs have monthly income Rp.2.500.000 – 3.499.000, as many as 9 peoples (18%) have monthly income Rp.1.500.000 – 2.499.000, staff who worked more than 2 years have a bit salary development and got salary with this range. as many as 4 peoples (8%) or the respondent have monthly income Rp.3.500.000 – 4.499.000 in this range of salary are achieve by directors, and the last as many as 1 people (2%) have monthly income above (>) Rp.4.500.000 which are president director level.

4.2. Result of Validity and Reliability Testing

4.2.1. Validity Testing

Validity testing of the data in this research is done statistically, that is using *Pearson product-moment coefficient of correlation*. To test the validity of this research will use the software SPSS windows version 15.0. Testing the validity of using the correlation coefficient approach is by correlating the score of the questions with the

total score, and if the value of a positive correlation and calculate r ≥ r table then the item is declared valid question.

Based on data gathered from questionnaire, the validity result as follows:

Table 4.6

Result of Validity Testing

	Coefficient correlation	r table critical value = 5%	Status
X1_1	.812	.279	Valid
X1_2	.720	.279	Valid
X1_3	.711	.279	Valid
X1_4	.738	.279	Valid
X1_5	.587	.279	Valid
X1_6	.768	.279	Valid
X2_7	.720	.279	valid
X2_8	.890	.279	Valid
X2_9	.897	.279	Valid
X2_10	.656	.279	Valid
X2_11	.792	.279	Valid
Y_12	.744	.279	Valid
Y_13	.883	.279	Valid
Y_14	.813	.279	Valid
Y_15	.790	.279	Valid
Y_16	.704	.279	Valid
Y_17	.733	.279	valid

Source: Primary data

From the result of validity testing from SPSS 15.0 and corrected item – total correlation compare r table above shows that all of the item from x1, x2, and Y are valid, because have a coefficient correlation above or bigger than r table value. So that, all of the questions in this research is valid to continue the research further.

4.2.2. Reliability Testing

Reliability testing is intended to know the extent the result of measurement is remains consistent. Test reliability in this study will use a method Cronbach's alpha. As stated by Santosa, P and Ashari (2005:251) questionnaire is reliable if value of Cronbach's alpha > 0,80. Here are the test results table that has been done with the help of SPSS software version 15.0 windows.

Table 4.7

Result of Reliability Testing

No.	Variable	N of items	Cronbach's alpha	Reliability
1.	Financial Compensation (x1)	6	.819	Reliable
2.	Training (x2)	5	.853	Reliable
3.	Employee Performance (Y)	6	.865	Reliable

Source: Primary data

Based on result of reliability testing, value of alpha each variable is greater than 0,80. Financial compensation (x1) the cronbach's alpha value is 0,819, Training (x2) got 0,853, and the alpha value for Employee performance (Y) are 0,865. Where all of the variable is said to be reliable because each of variable have alpha value > 0,80.

4.3. Result of Classic Assumption

By using multiple linear regression model to analyze data. Multiple regressions can be called as a good models/method if the model was met some assumption then called classic assumption. Classical assumptions required testing to find out if results of the regression estimation is done completely free of any symptoms of

multicollinearity, and heteroscedasticity . Where in this study there are 3 kinds of assumptions used as follows:

4.3.1. Normality test

The first classic assumption to be tested is normality. Residual variable (*standardized residual)* that normal distributed will lay around diagonal line. Based on normal P-P Plot shows *standardized residual* is located around diagonal line as shows on the picture below:
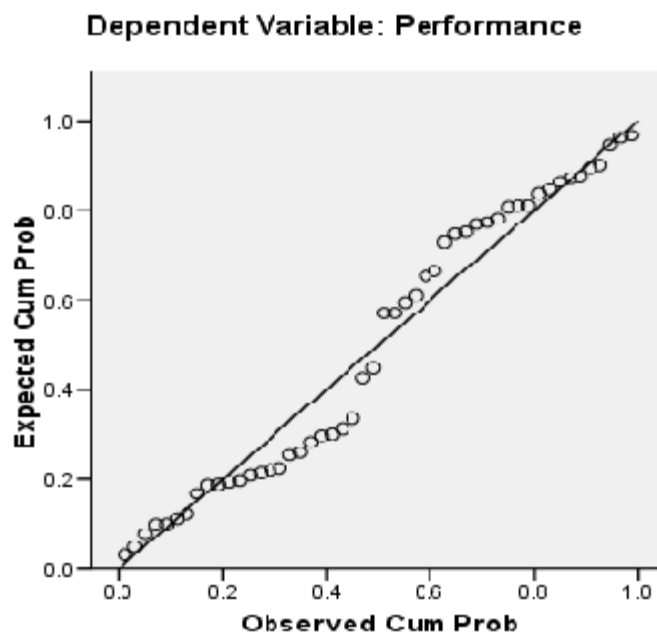
Figure 4.1: Normality of Employee Performance at PT Lavita Inti, Banda Aceh

Source: SPSS and Primary data

4.3.2. Multicollinearity test

Multicollinearity testing is measured by looking at value of VIF from each independent variable toward dependent variable. If VIF < 10 and value of tolerance > 0,1 then there is no indication of multicollinearity or non-multicollinearity. Result of the testing shows at table as follows:

Table 4.8

Value of VIF from Independent Variables

Independent Variables	Tolerance	VIF	Status
Financial Compensation (x1)	.674	1.483	Non Multicollinearity
Training (x2)	.674	1.483	Non Multicollinearity

Source: Primary data

Based on the result above could be explained that all of variable indicators used in this study if free from multicollinearity (non multicollinearity), because the value of VIF < 10 and tolerance > 0,1, as required in this research.

4.3.3. Heteroscedasticity test
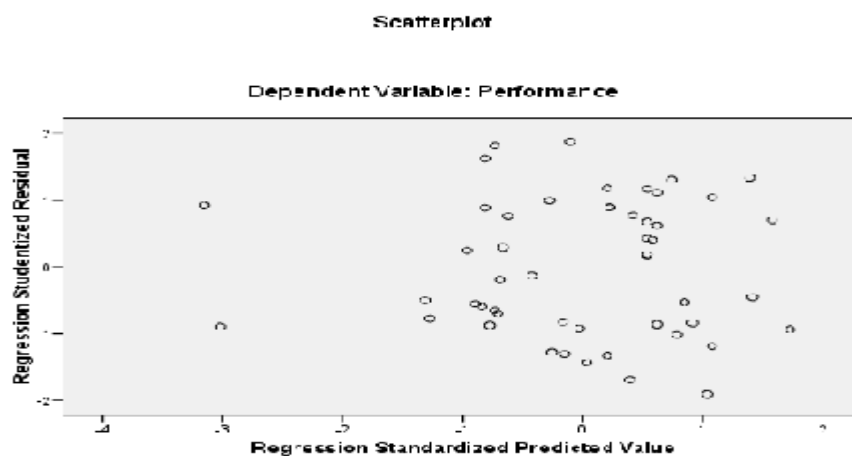
Figure 4.2: Heteroscedasticity

Source: SPSS and Primary data

4.4. Description of Variables

Based on the questionnaires have been distributed to the respondents at PT Lavita Inti located in Banda Aceh. To facilitate the assessment of respondents' answers there will be criteria based on a Likert scale as follows:

Table 4.9

Likert Scale

Strongly Agree	SA	5 scores
Agree	A	4 scores
Moderate/Neutral	N	3 scores
Strongly Disagree	SD	2 scores
Disagree	D	1 score

Source: Cooper and Schindler (2008)

4.4.1. Response of Respondent on Financial Compensation (x1)

Financial compensation is a systematic approach to providing monetary value in exchange for work performed by employee as a member of a company. As shows in the table below:

Table 4.10
Response of Financial Compensation (x1)

N o.	Variable	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean
		Fr	%	Fr	%	Fr	%	Fr	%	Fr	%	
		1		2		3		4		5		
1	Salary you receive each month could cover your needs and your family needs	1	2.0	6	12.0	19	38.0	15	30.0	9	18.0	3.50
2	benefits given by the company very adequate	1	2.0	4	8.0	13	26.0	26	52.0	6	12.0	3.64
3	Company give commission for the job you have done	2	4.0	5	10.0	16	32.0	21	42.0	6	12.0	3.48
4	Facility that provide by company very adequate	1	2.0	4	8.0	11	22.0	29	58.0	5	10.0	3.66
5	Company give an adequate bonus outside salary	0	0.0	0	0.0	12	24.0	27	54.0	11	22.0	3.98
6	Company give holiday allowance to every employee in accordance to the echelon	2	4.0	3	6.0	16	32.0	21	42.0	8	16.0	3.60
Average Mean												3.64

Source: Primary data

Based on the table above can be found that average mean from variable of financial compensation are 3.64 or most of respondent agree that by giving financial compensation to employees at PT Lavita Inti Banda Aceh will impact on improvement of their work performance. Financial compensation is believed can boost employee motivation to work which resulted improvement of their performance toward PT Lavita Inti.

4.4.2. Response of Respondent on Training (x2)

Training is the acquisition of knowledge, skills and competencies as a result of a teaching of vocational or practical skills, technical skills and knowledge that relate to specific useful competencies. Training believes as one factor that can give an

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improvement to employee performance at PT Lavita Inti. Table 4.11 below will show the description of training variable.

Table 4.11

Response of Training (x2)

N o.	Variable	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean
		Fr	%	Fr	%	Fr	%	Fr	%	Fr	%	
		1		2		3		4		5		
1	The material presented during the training according to your line of work	2	4.0	10	20.0	19	38.0	17	34.0	2	4.0	3.14
2	Method used in training very precise so that the training provided is easy to understand	2	4.0	4	8.0	14	28.0	18	36.0	12	24.0	3.68
3	Attitude and skills of the instructor in delivering content encourage you to learn	2	4.0	6	12.0	11	22.0	20	40.0	11	22.0	3.64
4	The training period is not too quick make me can understand all the material presented during training	1	2.0	3	6.0	14	28.0	27	54.0	5	10.0	3.64
5	Training facilities given by the company such a convenient place make you easier in receiving the training materials	2	4.0	1	2.0	14	28.0	23	46.0	10	20.0	3.76
Average Mean												3.57

Source: Primary data

Based on table 4.11 above can be explained that training variable have an average mean 3.57 or respondent agree that training provide by company to its employees will impact on working improvement of employee at PT Lavita Inti located in Banda Aceh. PT Lavita Inti is architecture and engineering consultant where the employee is expected to understand deeply about architect and engineering, so training is very

important to improve technical skills of the employees. Based on the answer of respondent regarding training variable can be seen that most of them agreed that training is very important to the improvement of their skills.

4.4.3. Response of Respondent on Performance (Y)

Table 4.12
Response of Employee Performance (Y)

No.	Variable	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean
		Fr	%	Fr	%	Fr	%	Fr	%	Fr	%	
		1		2		3		4		5		
1	You give good quality of work for the company	3	6.0	15	30.0	9	18.0	22	44.0	1	2.0	3.06
2	Your quality of work suitable with target given by the company	2	4.0	17	34.0	13	26.0	17	34.0	1	2.0	2.96
3	You always get the job done on time and rarely encountered delays	3	6.0	17	34.0	20	40.0	7	14.0	3	6.0	2.80
4	Resources provided by the company in term of financial, technology and other encourage you to work maximum	5	10.0	15	30.0	14	28.0	11	22.0	5	10.0	2.92
5	You can finish the job well because of the guidance and direction given by your supervisor	5	10.0	19	38.0	11	22.0	11	22.0	4	10.0	2.80
6	You can maintain attitude in working as a professional because good example of attitude shown/demonstrated by your supervisor	10	20.0	12	24.0	11	22.0	20	40.0	4	10.0	3.20
	Average Mean											2.96

Source: Primary data

Based on table 4.12 above can be explained variable of employee performance have an average mean 2.96 or respondent perception regarding to employee performance

within the company is moderate or a bit below standard. It indicates with policies applied right now their performance is just fair, and to improve their performance company needs to find out factors that can increase their performance such as financial and training as discuss in this study.

4.5. Analysis of Employee Attitude on Financial Compensation and Training toward Work Performance at PT Lavita Inti

This research is going to analyze the influence of financial compensation (x1) and training (x2) as independent variables toward employee performance (Y) at PT Lavita Inti Banda Aceh as dependent variable either simultaneously or partial.

In an attempt to improve employee work performance at PT Lavita Inti in Banda Aceh then need to be known the influence of independent those are financial compensation (x1) and training (x2) toward work performance (Y) at PT Lavita Inti Banda Aceh. Influence of each independent variable on dependent variable in details can be seen in table below:

Table 4.13

The Influence each Independent Variable toward Dependent Variable

Nama Variable	B	Standard Error	t_{count}	t_{table}	Sig
Constant	.111	.396	.281	2.012	.780
Financial Compensation (x1)	.587	.118	4.966	2.012	.000
Training (x2)	.401	.097	4.151	2.012	.000

Source: Primary data

Based on the results of statistical calculations using the SPSS program as shown in the table above, and then retrieved multiple regression equation as follow.

$$\textbf{Y} = \textbf{0.111} + \textbf{0.587x}_1 + \textbf{0.401x}_2$$

From multiple regression equation above, can be known the result of the research as follow:

Coefficient regression (β):

1. Constanta value is 0.111. That means if factors financial compensation (x1) and training (x2) considered being constant, so the amount of work performance at PT Lavita Inti Banda Aceh are 0.111 where it said very low.
2. Coefficient regression of financial compensation (x1) is 0.587. That means every 100% changing (improvement) in variable of financial compensation, so will relatively increase work performance at PT Lavita Inti Banda Aceh as big as 58,7 %, thus the higher the financial compensation given by the company would increase the work performance of the employee at PT Lavita Inti Banda Aceh.
3. Coefficient regression of training (x2) is 0.401. that means every 100% changing (improvement) in variable training, so will relatively increase work performance at PT Lavita Inti Banda Aceh for 40,1 %, thus the higher intensity of training given to the employee would increase their performance.

Coefficient Correlation and Determination

To know correlation and influence from independent variable toward work performance based on correlation and determination explained in table below.

Table 4.14

Model Summary Table

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.821[a]	.674	.660	.46015	1.414

a. Predictors: (Constant), Training, Compensation

b. Dependent Variable: Performance

Source: Primary data

1. Coefficient correlation (R) = 0.821 which shows that degree of correlation between independent variable and dependent variable for 82.1 %. Means employee performance at PT Lavita Inti Banda Aceh have a strong correlation with factors financial compensation (x1), and training (x2) that means the three variables measured in this research have a strong correlation on improvement of work performance at PT Lavita Inti Banda Aceh.

2. Coefficient determination (Adjusted R^2) = 0.660. Means 66.0 % of changing in dependent variable (work performance at PT Lavita Inti Banda Aceh) can be explained or influenced by the changing in factors financial compensation (x1), and training (x2). While the rest of 34.0 % the changing of work performance at PT Lavita Intin Banda Aceh is influence by another factors outside this research.

4.6. Hypothesis Testing

To test the hypothesis regarding the granting of financial compensation and training and also company support on improvement of work performance at PT Lavita Inti Banda Aceh, are used F-test and t-test. The result of F-test can be seen in the table below.

Result of F-test (Simultaneously)

Table 4.15

ANALYSIS OF VARIANCE (ANOVA)

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.548	2	10.274	48.523	.000[a]
	Residual	9.952	47	.212		
	Total	30.500	49			

a. Predictors: (Constant), Training, Compensation

b. Dependent Variable: Perf ormance

Source: Primary Data

The result of test simultaneously obtained F_{count} for 48.523, whereas F_{table} at significance level $\alpha = 5$ % are 3.20. it show that $F_{count} > F_{table}$, with level of probability 0.000. Thus the result of these calculations can be taken a decision that accept alternative hypothesis (Ha) and reject null hypothesis (H_0). That means variable financial compensation (x1), and training (x2) simultaneously influence significantly on work performance at PT Lavita Inti Banda Aceh.

 Thus it is proven that there are significant influence between financial compensation and training toward work performance at PT Lavita Inti Banda Aceh, thereby hypothesis Ha is accepted and reject H_0, because value of $F_{count} > F_{table}$ with the level of probability 0.000.

Result of t-test (partially)

To test the influence of each independent variable toward employee performance, in this study is used t-test, where the value of t-test is known in the table 4.13.

1. Result of the research on financial compensation (x1) obtained $t_{count} = 4.966$, while $t_{table} = 2.012$. The result of computation show that value of $t_{count} > t_{table}$ with significance are 0.000 or probability far below $\alpha = 5\%$. Thus the result from statistic computation shows that partially variable of financial compensation (x1) significantly influence toward work performance at PT Lavita Inti Banda Aceh.

2. Result of the research on training (x2) obtained $t_{count} = 4.151$, while $t_{table} = 2.012$. the result of computation show that value of $t_{count} > t_{table}$ with significance are 0.000 or probability far below $\alpha = 5\%$. Thus the result from statistic computation shows that partially variable of training (x2) significantly influential toward work performance at PT Lavita Inti Banda Aceh.

Thus based on the result of t-test can be explained that accept alternative hypothesis (Ha) and reject null hypothesis (H_0) which means variables financial compensation and training are influence on work performance at PT Lavita Inti Banda Aceh.

Based on the result of this result can be explained that every variable being explored in this research is influence on work performance, where Financial compensation (x1), and Training (x2) are very influential toward work performance.

CHAPTER V

CONCLUSION AND RECOMMENDATION

5.1. Conclusions

Based on the results of data analysis, the researcher concludes as follow:

1. Based on analysis of multiple regression found that every variables being observed that is the influence of financial compensation (x1), and training (x2) have a strong correlation, it shows from the value of R = 0. 821 and Adjusted R^2 = 0.660. value of Adjusted R^2 shows 66.0 % changing in wok performance at PT Lavita Inti Banda Aceh is influence by variable financial compensation and training, and the rest of 34.0% of changing is influence by another factors outside this research.

2. Based on result of t-test (partially) shows the significant influence of both independent variables toward work performance. Financial compensation variable has more significant than training from the result of t-test got that t_{count} of financial compensation (x1) is bigger than training (x2)

3. Based on result of F-test or simultaneously shows that every variables being researched are significantly influence toward employee performance, it is because the value of F_{count} = 48.523, compare to F_{table} = 3.20. That means $F_{count} > F_{table}$ at significance level α = 5 %

5.2. Recommendation

Based on the research is found that recent performance of employee at PT Lavita Inti Banda Aceh is low where most of respondent agree that the increase in financial compensation and training will significantly improve their performance. Here researcher would give some useful recommendation that can be an input to company especially PT Lavita Inti Banda Aceh to improve their employee performance. The recommendations are as follows:

1. The granting of financial compensation should be conducted in accordance with prevailing. Bonuses and benefits outside monthly salary given by company also could accelerate employees to work better than before.
2. The implementation of the right training is needed to improve technical skills of employee to avoid miss-use of the tools, equipments, and also could help company in achieve the target.
3. For future improvement of the research, here are the following recommendation to another researcher that would conduct research in the same field or related field.
   a. The future research can lengthen the research period more than this research to obtain more result that is comprehensive.
   b. The future research may observe other factors that affect employee performance in future studies.

APPENDICES

No.	Characteristic					Financial Compensation (x1)						Training (x2)					Employee Performance (Y)					
	1	2	3	4	5	1	2	3	4	5	6	1	2	3	4	5	1	2	3	4	5	6
1	1	2	2	3	2	4	5	4	4	5	3	5	5	5	3	3	4	4	2	4	2	2
2	1	3	2	5	3	3	4	4	4	4	4	2	2	3	4	3	2	2	3	2	2	2
3	1	4	2	5	3	3	1	1	4	4	4	1	1	1	1	1	4	1	1	1	1	4
4	1	4	2	4	4	3	3	3	3	3	3	2	2	2	4	3	1	2	1	1	2	4
5	1	3	2	4	3	3	4	2	3	3	1	3	3	3	3	3	2	2	2	2	2	3
6	2	3	2	4	2	3	4	4	3	3	3	3	3	2	3	3	2	3	3	3	2	3
7	1	3	2	5	3	4	4	3	4	4	4	4	4	3	4	2	4	2	2	2	1	1
8	2	2	2	4	3	1	2	1	1	3	1	1	1	1	3	1	1	1	1	1	1	1
9	1	4	2	5	3	5	5	4	4	4	4	3	4	3	4	4	3	4	5	5	4	2
10	1	4	2	5	4	4	5	5	4	4	5	4	5	5	5	4	5	4	4	4	5	5
11	1	1	1	2	1	3	4	3	4	3	3	3	3	3	3	3	4	4	2	4	5	4
12	1	2	2	2	1	4	4	3	4	5	5	4	5	4	3	4	4	4	5	3	4	4
13	2	1	1	3	1	3	3	3	4	4	4	4	3	4	4	4	4	3	4	4	3	4
14	1	2	1	3	1	4	3	4	4	5	4	3	4	3	2	5	4	5	4	3	5	4
15	2	2	1	3	1	4	4	5	3	3	4	4	5	4	3	4	4	4	3	5	4	4
16	1	2	1	3	1	2	3	3	4	4	4	3	2	4	3	3	2	2	3	3	2	1
17	1	1	1	2	1	5	4	4	3	4	4	4	5	4	3	4	4	4	3	5	1	4
18	1	2	1	2	2	4	4	3	4	5	5	4	4	5	4	5	4	4	5	4	4	4
19	1	1	1	2	1	3	3	3	4	4	4	4	3	4	4	4	4	3	4	4	3	4
20	1	1	1	3	1	3	4	3	4	3	3	3	4	3	3	4	3	3	4	4	3	4
21	2	1	1	3	1	4	4	4	3	4	4	3	4	4	4	5	4	4	3	3	4	4
22	1	2	1	2	1	3	4	4	3	4	3	3	3	2	4	3	1	3	2	3	3	3
23	1	1	1	3	1	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	4
24	2	2	1	2	1	3	4	4	4	3	4	2	4	4	2	4	4	2	2	2	2	4
25	1	2	1	2	1	2	2	3	2	4	2	2	3	2	4	5	3	2	2	2	2	2
26	1	2	1	2	1	2	2	3	3	3	3	2	2	4	4	4	2	2	3	3	4	3
27	2	2	1	3	1	4	4	3	4	4	4	4	5	4	3	4	4	4	3	5	1	4
28	1	2	1	3	1	5	4	3	4	5	4	3	4	5	4	4	4	4	3	5	2	4
29	1	2	1	3	1	3	3	2	3	3	3	3	3	3	4	3	3	3	3	3	3	4
30	1	2	1	2	3	2	3	2	4	4	3	2	3	3	3	4	3	4	3	4	3	5
31	1	4	2	5	3	3	4	4	2	4	2	3	3	2	4	3	2	2	2	2	2	2
32	1	4	2	4	3	3	2	2	3	4	3	2	4	4	4	4	2	2	2	2	3	3
33	1	2	2	3	2	5	4	4	4	4	4	3	4	4	4	4	2	2	2	1	2	3
34	2	2	2	3	2	5	4	4	4	4	4	4	4	4	4	4	3	3	3	1	3	3
35	1	3	2	4	3	5	4	5	5	5	5	4	4	4	4	4	2	3	3	4	2	2
36	1	4	2	4	3	4	4	4	4	5	5	4	3	3	3	3	2	2	2	2	2	2
37	1	3	2	5	3	4	4	3	4	4	3	4	5	5	5	5	4	3	3	3	4	3
38	1	4	2	5	3	4	4	2	2	5	5	2	4	4	4	4	2	2	2	2	2	2
39	2	1	1	1	1	2	3	5	4	3	4	4	5	5	4	4	2	3	3	3	2	4
40	1	3	2	4	3	3	3	4	4	5	5	4	5	5	4	4	2	2	2	2	3	2
41	2	5	2	4	4	3	5	4	5	4	5	2	4	4	4	3	2	2	2	2	3	3
42	1	4	2	4	4	5	5	5	5	4	4	3	4	5	4	4	4	4	4	4	4	5
43	1	3	2	4	2	2	3	4	2	4	2	3	3	2	2	3	2	2	2	2	2	2
44	2	2	1	4	2	5	3	5	4	5	4	3	3	4	4	4	3	2	2	2	2	2
45	1	4	2	5	3	5	4	4	5	4	4	4	5	5	5	5	4	4	4	4	4	5
46	1	4	2	4	3	4	4	4	4	4	3	3	4	4	4	5	3	3	3	3	5	3
47	1	3	2	4	2	3	3	3	4	4	3	4	4	4	4	4	4	4	3	3	4	4
48	1	4	2	4	3	4	4	4	4	4	3	3	4	4	4	5	4	3	3	3	4	3
49	1	5	2	4	5	4	4	4	4	5	3	5	5	5	5	5	4	4	3	2	2	4
50	1	4	2	4	2	3	5	4	5	4	4	2	5	5	5	5	4	4	2	2	2	2

Respondent Characteristic

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	39	78.0	78.0	78.0
	Female	11	22.0	22.0	100.0
	Total	50	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<20 years	8	16.0	16.0	16.0
	20-29 years	18	36.0	36.0	52.0
	30-39 years	9	18.0	18.0	70.0
	40-49 years	13	26.0	26.0	96.0
	>50 years	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	married	21	42.0	42.0	42.0
	single	29	58.0	58.0	100.0
	Total	50	100.0	100.0	

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SLTP	1	2.0	2.0	2.0
	SMA	10	20.0	20.0	22.0
	diploma	13	26.0	26.0	48.0
	bachelor(s1)	17	34.0	34.0	82.0
	graduate	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

Monthly income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< Rp 1.500.000	19	38.0	38.0	38.0
	Rp 1.500.000 - 2.499.000	9	18.0	18.0	56.0
	Rp 2.500.000 - 3.499.000	17	34.0	34.0	90.0
	Rp 3.500.000 - 4.499.000	4	8.0	8.0	98.0
	>Rp 4.500.000	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

Validity (Correlation)

Correlations

		Salary	Allowance	Commission	Facility	Bonus	Holiday allowances	Compensation
Salary	Pearson Correlation	1	.563**	.463**	.472**	.494**	.508**	.812**
	Sig. (2-tailed)		.000	.001	.001	.000	.000	.000
	N	50	50	50	50	50	50	50
Allowance	Pearson Correlation	.563**	1	.566**	.437**	.192	.332*	.720**
	Sig. (2-tailed)	.000		.000	.002	.181	.018	.000
	N	50	50	50	50	50	50	50
Commission	Pearson Correlation	.463**	.566**	1	.399**	.198	.381**	.711**
	Sig. (2-tailed)	.001	.000		.004	.167	.006	.000
	N	50	50	50	50	50	50	50
Facility	Pearson Correlation	.472**	.437**	.399**	1	.304*	.601**	.738**
	Sig. (2-tailed)	.001	.002	.004		.032	.000	.000
	N	50	50	50	50	50	50	50
Bonus	Pearson Correlation	.494**	.192	.198	.304*	1	.511**	.587**
	Sig. (2-tailed)	.000	.181	.167	.032		.000	.000
	N	50	50	50	50	50	50	50
Holiday allowances	Pearson Correlation	.508**	.332*	.381**	.601**	.511**	1	.768**
	Sig. (2-tailed)	.000	.018	.006	.000	.000		.000
	N	50	50	50	50	50	50	50
Compensation	Pearson Correlation	.812**	.720**	.711**	.738**	.587**	.768**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	50	50	50	50	50	50	50

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Correlations

		Training content	Training method	Attitude and skill of trainers	Time period of training	Training facility	Training
Training content	Pearson Correlation	1	.651**	.560**	.280*	.345*	.720**
	Sig. (2-tailed)		.000	.000	.049	.014	.000
	N	50	50	50	50	50	50
Training method	Pearson Correlation	.651**	1	.752**	.379**	.641**	.879**
	Sig. (2-tailed)	.000		.000	.007	.000	.000
	N	50	50	50	50	50	50
Attitude and skill of trainers	Pearson Correlation	.560**	.752**	1	.536**	.656**	.897**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	50	50	50	50	50	50
Time period of training	Pearson Correlation	.280*	.379**	.536**	1	.491**	.656**
	Sig. (2-tailed)	.049	.007	.000		.000	.000
	N	50	50	50	50	50	50
Training facility	Pearson Correlation	.345*	.641**	.656**	.491**	1	.792**
	Sig. (2-tailed)	.014	.000	.000	.000		.000
	N	50	50	50	50	50	50
Training	Pearson Correlation	.720**	.879**	.897**	.656**	.792**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	50	50	50	50	50	50

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Correlations

		Quality of work	Quantity of work	Timeliness	Cost effectiveness	Need for supervision	Interpersonal impact	Performance
Quality of work	Pearson Correlation	1	.652**	.479**	.496**	.354*	.513**	.744**
	Sig. (2-tailed)		.000	.000	.000	.012	.000	.000
	N	50	50	50	50	50	50	50
Quantity of work	Pearson Correlation	.652**	1	.666**	.725**	.528**	.570**	.883**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	50	50	50	50	50	50	50
Timeliness	Pearson Correlation	.479**	.666**	1	.659**	.571**	.445**	.813**
	Sig. (2-tailed)	.000	.000		.000	.000	.001	.000
	N	50	50	50	50	50	50	50
Cost effectiveness	Pearson Correlation	.496**	.725**	.659**	1	.358*	.434**	.790**
	Sig. (2-tailed)	.000	.000	.000		.011	.002	.000
	N	50	50	50	50	50	50	50
Need for supervision	Pearson Correlation	.354*	.528**	.571**	.358*	1	.443**	.704**
	Sig. (2-tailed)	.012	.000	.000	.011		.001	.000
	N	50	50	50	50	50	50	50
Interpersonal impact	Pearson Correlation	.513**	.570**	.445**	.434**	.443**	1	.733**
	Sig. (2-tailed)	.000	.000	.001	.002	.001		.000
	N	50	50	50	50	50	50	50
Performance	Pearson Correlation	.744**	.883**	.813**	.790**	.704**	.733**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	50	50	50	50	50	50	50

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Regression

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Training, Compens[a] ation	.	Enter

a. All requested variables entered.

b. Dependent Variable: Performance

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.821[a]	.674	.660	.46015	1.414

a. Predictors: (Constant), Training, Compensation

b. Dependent Variable: Performance

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.548	2	10.274	48.523	.000[a]
	Residual	9.952	47	.212		
	Total	30.500	49			

a. Predictors: (Constant), Training, Compensation

b. Dependent Variable: Performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.111	.396		.281	.780		
	Compensation	.587	.118	.504	4.966	.000	.674	1.483
	Training	.401	.097	.421	4.151	.000	.674	1.483

a. Dependent Variable: Performance

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Questionnaire

Pengaruh Kompensasi dan Pelatihan terhadap Kinerja Karyawan pada

PT Lavita Inti di Banda Aceh

Petunjuk Pengisian:

1 = Sangat Tidak Setuju

2 = Tidak Setuju

3 = Netral

4 = Setuju

5 = Sangat Setuju

Jawablah pertanyaan dibawah ini dengan memberi tanda (√) pada jawaban yang sesuai dengan pilihan anda.

A. KARAKTERISTIK RESPONDEN

1. Jenis Kelamin
   a. Laki-laki
   b. Perempuan

2. Usia Responden
   a. < 20 tahun
   b. 20 - 29 tahun
   c. 30 - 39 tahun
   d. 40 - 49 tahun
   e. > 50 tahun

3. Status perkawinan
   a. Kawin
   b. Belum menikah

4. Pendidikan terakhir
   a. SLTP
   b. SMA
   c. Diploma III
   d. Sarjana
   e. Pascasarjana

5. Pendapatan
   a. < Rp. 1.500.000,-
   b. Rp. 1.500.000 - 2.499.000,-
   c. Rp. 2.500.000 - 3.499.000,-
   d. Rp. 3.500.000 - 4.499.000,-
   e. > Rp. 4.500.000,-

B. Kompensasi (x1)

	1	2	3	4	5

1. Gaji yang anda terima setiap bulan dapat mencukupi kebutuhan anda dan keluarga

2. Tunjangan yang diberikan perusahaan sangat memadai

3. Perusahaan memberikan komisi atas pekerjaan yang telah anda lakukan

4. Fasilitas yang perusahaan sediakan sangat memadai

5. Perusahaan memberikan bonus yang memadai diluar gaji pokok

6. Perusahaan memberikan tunjangan liburan pada seluruh karyawan sesuai golongan

C. Pelatihan (x2)

7. Materi yang disampaikan saat pelatihan sesuai dengan bidang pekerjaan anda

8. Metode yang digunakan saat pelatihan sangat tepat sehingga pelatihan yang diberikan mudah dipahami

9. sikap dan keterampilan instruktur dalam menyampaikan materi mendorong anda untuk belajar

☐ ☐ ☐ ☐ ☐

10. Periode waktu pelatihan yang tidak terlalu cepat membuat saya dapat memahami semua materi yang disampaikan saat pelatihan

☐ ☐ ☐ ☐ ☐

11. Fasilitas pelatihan yang diberikan perusahaan berupa tempat yang nyaman memudahkan anda dalam menerima materi pelatihan

☐ ☐ ☐ ☐ ☐

D. Kinerja Karyawan (Y)

12. Anda memberikan kualitas kerja yang baik bagi perusahaan

☐ ☐ ☐ ☐ ☐

13. Kuantitas kerja anda sesuai dengan target yang diberikan perusahaan

☐ ☐ ☐ ☐ ☐

14. Anda selalu menyelesaikan pekerjaan tepat waktu dan jarang mengalami keterlambatan

☐ ☐ ☐ ☐ ☐

15. Sumber daya yang disediakan perusahaan baik dari segi keuangan, teknologi, dan lainnya mendorong anda untuk bekerja lebih maksimal

☐ ☐ ☐ ☐ ☐

16. Anda bisa menyelesaikan pekerjaan dengan baik karena bimbingan dan arahan yang diberikan oleh atasan anda

☐ ☐ ☐ ☐ ☐

17. Anda dapat memiliki dan mejaga sikap anda dalam bekerja sebagai seorang professional karena contoh yang baik dari sikap yang ditunjukkan atasan anda

☐ ☐ ☐ ☐ ☐